

“Union - Nikola Tesla” Univerzitet Beograd  
“Union - Nikola Tesla” University Belgrade  
Fakultet za poslovno inđustrijski menadžment  
Faculty of Business and Industrial Management

## Međunarodna naučna konferencija International scientific conference



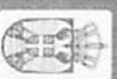
# Menadžment 2016

ZBORNIK REZIMEA | ABSTRACT PROCEEDINGS

Beograd - Mladenovac | Srbija | 5-6. maj 2016  
Belgrade - Mladenovac | Serbia | 5-6 May 2016



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Tel/fax: +381 11 823 2427  
[www.fimmanager.edu.rs](http://www.fimmanager.edu.rs)



CIP - Каталогизacija y nybnkaciji - Narodna biblioteka  
Србије, Београд

005(048.3)

МЕЂУНАРОДНА КАЧНА КОНФЕРЕНЦИЈА МЕНАџМЕНТ 2016 (2016 .

Београд)

Zbornik rezimea / Medunarodna naučna konferencija Menadžment 2016.  
Beograd, 5-6. maj 2016 = International Scientific Conference Management

2016, Beigrade, May 5-6, 2016 : [organizator] Fakultet za poslovno

industrijski menadžment "Union - Nikola Tesla" Univerziteta u Beogradu ...

[et al.]. - Mladonovac [i. e.] Beograd : Fakultet za poslovno industrijski

menadžment, [CIB plus = Beigrade : Faculty of business and industrial

management, [CIB plus, 2016 (Mladonovac : Presskosmaj). - XII, 338 str. :

25 cm

Rezimej na srp, i engl. jeziku. - Na spor, nasl. str. : Abstract

Proceedings. - Tiraz 250.

ISBN 978-86-6375-053-1

a) Менџмент - Анотацији

C08155.SR-ID 223159564

*Faculty of Business and Industrial Management  
"Union – Nikola Tesla" University in Belgrade  
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**INTERNATIONAL SCIENTIFIC CONFERENCE  
MANAGEMENT 2016**

Belgrade, Serbia  
May 5-6, 2016

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Beograd-Mladenovac, 2016

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tel/fax + 381 11 823-24-27

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*Kompjuterska priprema:*

Zoran Čekerevac

*Štampa:*

Presskosmaj, Mladenovac

*Tiraž:*

250

**International Scientific Conference  
MANAGEMENT 2016  
Abstract Proceedings**

*Publisher:*

Faculty of Business and Industrial  
Management,  
ICIM plus,  
Beograd-Mladenovac, Ive Andrića 2  
tel/fax + 381 11 823-24-27

*For publisher:*

Prof. Dr. Milija Bogavac

*Cover design:*

Mladen Stojanovic

*Technical editing:*

Zoran Cekerevac

*Printed by:*

Presskosmaj, Mladenovac

*Circulation:*

250

ISBN 978-86-6375-053-1

Izdavanje Zbornika rezimea, organizaciju i održavanje Međunarodne naučne konferencije  
MENADŽMENT 2016 pomoglo je  
Ministarstvo prosvete, nauke i tehnološkog razvoja Republike Srbije

Financing of the Abstract Proceedings, organization and realization of the International  
Scientific Conference MANAGEMENT 2016 was sponsored by  
Ministry of Education, Science and Technological Development  
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## PREDGOVOR

Međunarodna konferencija o poslovno ekonomskom i informatičkom menadžmentu sve više postaje mesto razmene znanja i iskustva o teoriji i praksi menadžmenta, kod nas i u svetu. Gradeći je na platformi okupljanja i ravnopravnog uključivanja svih stručnih potencijala u zemlji i inostranstvu, zajedno stvaramo kompetentni nacionalni i internacionalni forum o menadžmentu.

Projekat poslovnog menadžmenta na globalnom nivou se nalazi u punom zamahu, tako da danas, između "Menadžmenta 2014" i ove Konferencije imamo veći potencijal znanja i iskustva, nego što ih je bilo ukupno pre dve godine.

Globalni cilj Konferencije je uspostavljanje međunarodnog foruma za razmenu znanja, iskustva i informacija o različitim aspektima menadžment filozofije danas i sutra.

Parcijalni ciljevi ovog skupa su: (I) Kreiranje filozofskih, naučnih, tehnoloških i praktičnih modela i znanja za različite probleme: industrijskog menadžmenta, menadžmenta informacionih sistema, finansijskog menadžmenta, menadžmenta održivog razvoja, menadžmenta znanja, sportskog menadžmenta, menadžmenta totalnim kvalitetom - TQM, menadžmenta u turizmu, kriznog menadžmenta, menadžmenta u teoriji i praksi i ekonomije savremenog društva; (II) Generisanje novih ideja zasnovanih na domaćoj i međunarodnoj razmeni znanja i informacija; (III) Formiranje domaće naučne i stručne strategije za rad u široj oblasti menadžmenta između dve konferencije i (IV) Prezentacija stečenih iskustava i postignutih rezultata preduzeća u primeni i unapređenju savremenih metoda i tehnika menadžmenta.

Zadaci Konferencije se definišu kao: (I) diskusija o različitim aspektima modernog menadžmenta u svetu i kod nas, (II) promovisanje, teorijsko razmatranje i praktična analiza i primena različitih alata i tehnika za unapređenja menadžmenta, i (III) uspostavljanje veza između različitih struka specijalnosti kako to menadžment zahteva.

Broj i kvalitet prihvaćenih radova iz zelje i inostranstva obezbeđuje realizaciju postavljenih ciljeva. Ove godine je posle stručne recenzije prihvaćeno 80 radova za saopštavanje. Njihove osnovne karakteristike su: (i) visok naučno – stručni nivo, (ii) širenje problema projekata poslovnog ekonomskog, industrijskog i informatičkog menadžmenta u različite privredne grane i (iii) veliki broj radova koji dolazi iz privrede.

Veliki broj institucija, organizacija i pojedinaca su doprineli uspešnoj pripremi konferencije, što se posebno odnosi na autore prihvaćenih radova. Svima se najtoplije zahvaljujem.

Na kraju, u ime Programskog i Organizacionog odbora i u svoje lično ime se najtoplije zahvaljujem svim autorima, koji su dali doprinos uspehu naše Konferencije.

U Beogradu,  
5 i 6. maj 2016.

Prof. dr Milija Bogavac



## PREFACE

The international conference on business, economics and informatics management is increasingly becoming a place of exchanging knowledge and experiences about the theory and practice of management, both at home and in the world. By building this conference on the platform of gathering and equal participation of all expert capacities in this country and abroad, together we create a competent national and international forum on management.

The project of business management on a global level has been taking its full swing, thus resulting in the fact that today, between the two conferences, "Management in 2012" and this one, we have a greater potential of knowledge and experience than two years ago.

The global goal of the conference is to establish an international forum for exchange of knowledge, experiences and information about various aspects of the management philosophy today and in the future.

Partial goals of this meeting are: (i) creating philosophical, scientific, technological and practical models and knowledge on variety of problems such as: industrial management, information systems management, financial management, management of sustainable development, knowledge management, sports management, Total Quality Management - TQM, tourism management, crisis management, management in theory and practice and economics of modern society; (ii) Generating new ideas based on domestic and international exchange of knowledge and information; (iii) Forming the national scientific and technical strategy for work in the wider field of management between the two conferences, and (iv) Presenting the gained experiences and achieved results of the enterprise in the application and improvement of contemporary management methods and techniques.

The conference tasks are defined as follows: (i) discussion on various aspects of modern management in the world and in our country, (ii) promotion, theoretical considerations and practical analysis and application of various tools and techniques for improvement of management, and (iii) establishment of links between different specialty fields as it is required by management.

The number and quality of the accepted papers from the country and abroad are ensuring the achievement of the set goals. This year, after the peer review, 80 papers have been accepted for the conference. Their main characteristics are: (i) high scientific - professional level, (ii) the expanding the project problems concerning business, economics, industrial and information management to various industries, and (iii) a large number of papers coming from the field of economy.

A large number of institutions, organizations and individuals have contributed to the successful preparation of the conference, particularly with regard to the authors of the accepted papers. I would like to kindly thank them all.

Finally, on behalf of the Program and Organizing Committee and myself, I would like to thank all the authors who have contributed to the success of our Conference.

In Belgrade,  
May 5<sup>th</sup> and 6<sup>th</sup>, 2016

Professor Dr. Milija Bogavac



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**STRESS MANAGEMENT AS A STRATEGY FOR INCREASING  
EFFICIENCY OF OPERATIONS WITH A SPECIAL EMPHASIS ON  
ENTERPRISES OF THE TOURISM SECTOR OF THE REPUBLIC OF  
MACEDONIA**

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**RESUME**

Stress represents an everyday, normal phenomenon that occurs as a result of reaction to threats and changes that are occurring in the environment, as well as the requirements that are expected to be completed by a particular person. Stress is all around us, whether viewed from the perspective of an entrepreneur, owner of the enterprise or from the perspective of employees. There is no enterprise or work where there is not a certain level of stress. The characteristics of the tourism market expressed through the non-transferable resources, season character and specifics about tourist services from the aspect of giving and using them, imposes the need to harmonize the needs and demands of consumers and businesses in what enterprises has to offer. New ways of working point out the importance of employees as a resource that can be changed and adapted to increase the efficiency of working of enterprises. Employees are not just simple executors of work tasks, but also associates who are expected to work effectively, to have the appropriate education, experience, to be creative, responsible and dedicated to work.

Human – resources employees are the most important factor that can be changed in order to improve operational efficiency, and respect of the rule that every right person needs to work at the right place represents a roadmap for implementing a successful strategy for improving the operations. Normally the stress associated with the



enterprise's employees, the organizational culture of the enterprise, the communication in the enterprise, organization of work, the way of how to resolve conflict situations in and out of work. Stress among employees in enterprises occurs as a result of the impact of external and internal factors. The group of external factors includes the factors derived from the enterprise itself and those factors are: enterprise environment, structure of organizational processes, communication in the enterprise organization of work and working time, which can be organized as shift work, overtime and financial aspects of the work, not properly paid engagement, inadequate criteria for rewarding and irregular payment for work salary and etc. The challenges of introducing change in operations can cause stress in employees from losing work to reducing the salary and financial benefits or causing conflicts. The group of internal factors - causers of stressful conditions includes the factors that are arising from the employee itself and those are personal expectations of the job that can be overrated or underrated, the need for total control of the situation in the enterprise, high sensitivity performance and enhanced sense of self responsibility in all segments of the enterprise, empathy of the personal situation of the enterprise, unsuitably behavior in terms of operating time, expressed sense of insecurity, inadequacy and knowledge to perform their work duties.

Stress management as a strategy to increase the efficiency of enterprise in the tourism sector in the Republic of Macedonia involves taking specific actions in a certain period of time in order to identify the sources of professional stress and reduce stress in particular, mainly identifying the sources that cause long-term, chronic stress among employees. To maximize the efficient operation of enterprises, management may initially implement preventive strategies to detect sources of stress before facing employees with specific problems. Once analyzed the factors and causes of stress, management should be able to implement a strategy to reduce the impact of stress and strategy for controlled maintenance of adequate levels of stress and where it occurs.

The strategy for detecting sources of stress before facing employees with specific problems, represents a preventive strategy. This strategy is implemented through the fostering of good interpersonal relationships, mutual trust, cooperation and communication. Good communication is a requirement for improving the operation because it contributes to the detection of factors causing stress among employees. Negative, stressful situations in the enterprise should be shared with family members and friends and vice versa, but should be resolved only within the enterprise, and vice versa, negative feelings should be transferred in the family and shared with colleagues at work.

In order to perceive and determine the condition in terms of application of specific tools for understanding and controlling stress among employees in enterprises of the tourism sector in the Republic of Macedonia meaning does the owners of the management of the enterprises surveyed, applied appropriate action or strategies for



managing stress among employees conducted in practical research. During the period from July to December 2015 through a questionnaire method which consisted ten questions, 130 private enterprises in the country were examined, of which 105 enterprises completed the questionnaire as for the other enterprises, interest in completing the questionnaire didn't show.

According to the results of the conducted survey, it can be concluded that enterprises from the tourism sector in the Republic of Macedonia still are not applying specific tools or programs to detect, prevent and manage stress at work and outside of work. Also the management of enterprises still has not provided organizational conditions which consist in equipping a special room for socializing, entertainment, sports, etc., within the enterprise and the establishment of a separate department or employee, doctor, psychologist, etc., where employees in case of need could seek appropriate professional help. In general, the stress management needs to identify the causes or sources of stress, preventing, reducing or eliminating the stress of the employees and especially reducing chronic, permanent stress. Because the results of the conducted survey show that enterprises in the field of tourism sector in the Republic of Macedonia, which were the subject of research do not apply mechanisms to manage stress and extra work, it means that their managers cannot perceive and control stress among employees, which is acting negatively on their work and this directly affect the efficiency of the operation of enterprises.

Effective stress management among employees consists of the ability of management to identify, control or reduce and eliminate the causes of stressful conditions. Therefore, managers need to implement the appropriate strategy in time to detect sources of stress before employees can face specific problems, a strategy for reducing the impact of stress after emerging specific problems and a management strategy or maintaining a certain level of stress and place.

This paper aims to point out the importance of applying appropriate strategies to manage stress. Based on the given results of the conducted survey, the practical application of the stress management by the owners or managers of enterprises can be achieved through the following specific tools that are actually recommendations or model for managing stress: transparent organizational structure and predicting the future behavior of the enterprise, appropriate programs for selection, development and promotion of human resources, a clear description of the job description, communication management-level employees, social environment and appropriate organizational structure for implementing stress management strategies.

**Keywords:** stress, stress management, human resources, efficiency, tourism sector.